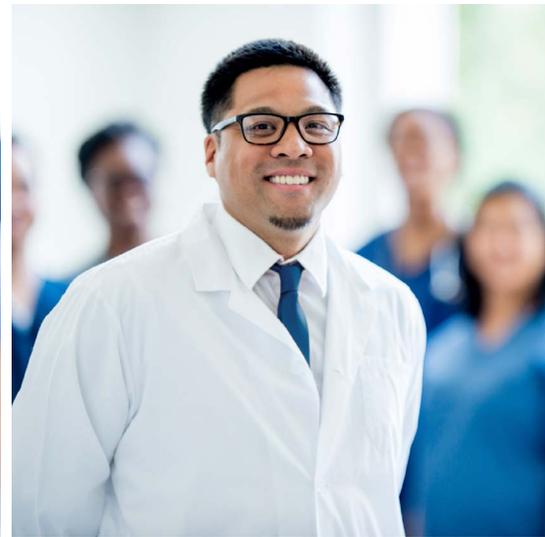


CLINICAL QUALITY FELLOWSHIP PROGRAM

Developing the Next Generation of Clinical Quality Leaders



Greater New York Hospital Association | United Hospital Fund

2020-21

“ The CQFP fills a special training need for clinicians to become quality and patient safety leaders. The support and guidance from faculty is instrumental to the Fellows as they pursue their work in quality improvement and patient safety. ”

Rohit Bhalla, MD, MPH
Vice President and Chief Quality Officer
Stamford Health
CQFP Chair

“ As a nursing leader in an NYC hospital, I believe that the CQFP is a unique program in which physicians and nurses obtain the skills and tools to lead improvement initiatives, drive change in their organizations, and ultimately improve patient care. ”

Rosanne Raso, RN, MS, NEA-BC
Vice President and Chief Nursing Officer
NewYork-Presbyterian/Weill Cornell



Q

WHAT IS THE CLINICAL QUALITY FELLOWSHIP PROGRAM?

A: The Clinical Quality Fellowship Program (CQFP) is a 15-month program sponsored by the Greater New York Hospital Association (GNYHA) and the United Hospital Fund (UHF) to develop and nurture the next generation of clinical quality leaders in the New York metropolitan region.

CQFP teaches clinicians the necessary skills to lead hospital system quality improvement and patient safety initiatives. A faculty of quality improvement leaders drawn from the region will teach fellows how to use a wide variety of tools and strategies to advance quality and patient safety.



Q: WHO IS ELIGIBLE TO BECOME A FELLOW?

A: The CQFP is tailored to physicians, nurses, nurse practitioners, and physician assistants with *limited to moderate experience* conducting quality improvement and patient safety initiatives. In prior years, the program emphasized work in the inpatient setting. Recognizing the growing importance of integrating care across settings, CQFP has grown to also address challenges specific to outpatient and ambulatory settings.

Please see below for CQFP eligibility requirements by discipline. Please also note the questions and answers below on individuals who will gain the most from participation in the program.

All candidates must be working in either the acute or ambulatory care setting within a GNYHA member hospital or health system.

PHYSICIANS

- Eligible and licensed to practice in the United States
- Candidates from academic medical centers should be at an “assistant professor” or “instructor” level
- Must have at least three years of clinical experience post-training, not including residency and fellowship training

NURSING PROFESSIONALS

- Eligible and licensed to practice in the United States
- Master’s degree in nursing or a related field is required
- Candidates must have at least five years of clinical experience, and some experience in either quality improvement or clinical or administrative leadership

PHYSICIAN ASSISTANTS

- Eligible and licensed to practice in the United States
- Master's degree in Physician Assistant Studies, Medical Sciences, or related field is required
- Candidates must have at least five years of clinical experience, and some experience in either quality improvement or clinical or administrative leadership

Q: WHO WILL BENEFIT MOST FROM PARTICIPATION IN CQFP?

A: In addition to the eligibility criteria above, there are some additional factors that may contribute to getting the most out of the program:

- Candidates who are early to mid-career professionals with some experience in quality will benefit most. The program was originally designed for physicians in a clinical role with interest in and propensity for quality improvement. Therefore, individuals with a current and exclusive role in quality may find certain aspects of the programming too basic.
- Candidates already in leadership positions, such as Chief Quality Officer, Chief Medical Officer, and Chief Patient Safety Officer, are not appropriate for the program.
- Participants should consider whether they have enough time to fully participate in CQFP events and commit to completing homework assignments and the capstone initiative. Due to the required time commitment, applications are discouraged from candidates who would be concurrently enrolled in Masters or Doctoral programs during the CQFP. Please inform us if you are applying or are currently participating in another degree of certification program (e.g., fellowship, PhD/Masters, other leadership program).
- Candidates who have been at their current facility for at least one year and plan to remain at that facility through the 15-month program

Q: WHAT ARE THE REQUIREMENTS FOR PROSPECTIVE FELLOWS?

A: Applicants must:

- Demonstrate a strong interest in health care quality and patient safety
- Commit to participating in all activities throughout the program, including leading and completing a Capstone Quality Improvement Initiative at their facility
- Provide evidence of commitment and support from senior hospital leadership
- Submit two reference letters: one from a supervisor and one from a colleague from a different discipline with knowledge of the applicant's ability and motivation to pursue this program

Q: WHAT IS THE CAPSTONE QUALITY IMPROVEMENT INITIATIVE?

A: Each Fellow is required to design and lead a quality improvement project called the Capstone Quality Improvement Initiative. Fellows will work with interdisciplinary teams at their hospitals to advance a patient safety or quality improvement goal that they identified and that is important to the institution. The aim is for the Capstone Initiative to be innovative and sustainable after CQFP ends. Projects that focus on longstanding QI challenges (e.g., CLABSI, CAUTI, falls) must take a novel approach to make new improvements. Fellows are expected to present their projects and results to senior leadership at their home institutions. Fellows will report Capstone progress during scheduled webinars and in-person meetings, and will provide a final report to GNYHA, UHF, their hospital leadership, and the CQFP faculty. Examples of past Capstone Quality Improvement Initiatives include:

- Utilization of violence reduction interventions on inpatient psychiatry unit
- Improving blood pressure control in diabetic patients in an ambulatory clinic
- Improving the prescription medication refill process for patients with stable chronic conditions
- Improving the administration of antibiotic therapy to reduce surgical-site infections
- Improving timeliness and appropriateness of care for oncology patients presenting to the emergency department with signs of infections
- Implementing a palliative care bundle to care for critically ill patients in the intensive care setting



Q: HOW IS THE PROGRAM STRUCTURED?

A: The CQFP is an experiential longitudinal learning program that uses formal classroom-based learning and a mentored capstone project to achieve its aims. The program uses a variety of methods to help Fellows learn about tools and approaches for the effective implementation of quality and patient safety initiatives, including:

MENTORSHIP

Fellows work with experienced clinical mentors as they progress through the program.

RETREAT-STYLE EDUCATIONAL SESSIONS

The program includes four days of off-site learning to provide in-depth instruction on relevant quality improvement and patient safety topics. Attendance at both retreats *is required* for participation in the program.

EDUCATIONAL WEBINARS

Regularly scheduled webinars provide opportunities for Fellows to share their Capstone Initiative progress and experiences throughout the program.

DINNER MEETINGS

Evening meetings are scheduled throughout the year to educate Fellows on timely health care topics to contextualize their quality and patient safety efforts.

FALL LEARNING SESSION

This session offers additional instruction on quality improvement tools and techniques, and builds on the skills that Fellows acquire during the retreat-style educational sessions. Occurring halfway through the program, the Learning Session helps Fellows hone their quality improvement techniques and apply them directly to their Capstone Initiatives.

HOMEWORK

Between meetings, Fellows are responsible for completing homework assignments on specific quality improvement topics, either alone or in teams, which are presented during webinars and in-person meetings. Fellows must also become more involved in quality activities at their own institutions by attending hospital quality meetings and building relationships with quality leadership.

CULMINATING EVENT

A final meeting is held for Fellows to share their experiences and the results of their Capstone Quality Improvement Initiatives with faculty, program alumni, and the incoming class.

Q: WHAT TOPICS ARE COVERED IN THE CQFP CURRICULUM?

A: HISTORY AND FUNDAMENTALS OF QUALITY IMPROVEMENT

Review the history and theory of quality improvement both in health care and other industries (and how these theories have been translated into health care), and consider policy and regulatory developments that may impact health care quality and patient safety in the future.

QUALITY MEASUREMENT TOOLS AND TECHNIQUES

Discuss approaches to selecting measures for quality improvement initiatives across inpatient and outpatient settings, effectively using data in planning quality improvement projects and responding to quality data trends.

DESIGNING SAFE SYSTEMS AND BUILDING A “JUST” CULTURE

Review the evidence of how patient safety has emerged as a critical focus issue in health care and explain concepts and tools used to achieve optimal outcomes. Explore how to create a “blame-free” or “just” culture that values patient safety and transparency.

INTERDISCIPLINARY TEAMWORK AND COMMUNICATION

Describe the necessary skills and techniques to improve quality and patient safety by using an interdisciplinary team approach and standardized communication strategies. Group assignments are used to facilitate collaboration and communication skills building.

DEVELOPING AND IMPLEMENTING QUALITY IMPROVEMENT INITIATIVES

Learn strategies for launching comprehensive quality improvement initiatives and engaging key leadership and stakeholders throughout the hospital while implementing, sustaining, and spreading improvements across the organization.

“The CQFP’s comprehensive curriculum covers the theoretical basis for quality improvement and patient safety, and the practical ‘how to’ aspects for physicians and nurses to really make a difference. The Greater New York region is lucky to have this tremendous resource to improve care for all patients.”

Martha J. Radford, MD
Chief Quality Officer, NYU Langone Medical Center

Q: HOW DOES THE MENTORING PROCESS WORK?

A: As they pursue their Capstone Quality Improvement Initiatives, Fellows will be paired with clinical mentors who will offer guidance. Mentors include clinical and administrative leadership from hospitals throughout the Greater New York region. Fellows are responsible for contacting their Mentors monthly to discuss their Capstone projects, either in person or by phone. In addition, Fellows are encouraged to identify an internal mentor at their own facility in addition to their official CQFP mentor.

Q: WHO ARE THE CQFP FACULTY MEMBERS?

A: Rohit Bhalla, MD, MPH, Vice President and Chief Quality Officer, Stamford Health, is Chair of the program. The CQFP faculty is made up of well-recognized medical and nursing leaders from a broad range of hospitals and health care systems throughout the Greater New York area.

Q: WHAT IS THE TIME COMMITMENT FOR THE PROGRAM?

A: The program requires attendance at an evening welcome reception, two 2-day retreat-style educational sessions, participation in all webinars (approximately one hour per month), attendance at five dinner meetings, one half-day meeting, and a culminating dinner event. Fellows are also required to spend time completing the assigned homework and a Quality Improvement Capstone Initiative project.

Q: WHAT IS THE COST TO PARTICIPATE?

A: Tuition, accommodations, and meals are paid for by a UHF grant. Individuals are responsible for their travel expenses to and from all scheduled meetings.

HOW TO APPLY

Responses to Parts A–F should be sent to Elina Kats via e-mail (ekats@gnyha.org). Part G (recommendation letters) should be sent directly from the letter authors to ekats@gnyha.org. *Do not submit your own recommendation letters.* The application must be complete at the point of submission. Please include Parts A–F as outlined below at a single point of submission.

RECEIPT DEADLINE FOR ALL MATERIALS: TUESDAY, OCTOBER 1, 2019

PART A: APPLICANT INFORMATION

NAME (FIRST, MIDDLE, LAST, DEGREE/CREDENTIALS)

ADDRESS

CITY

STATE

ZIP

HEALTH SYSTEM

HOSPITAL/SITE

CURRENT JOB TITLE

PHONE NUMBER

E-MAIL ADDRESS

PART B: PERSONAL CAREER STATEMENTS

Please answer the following questions: (max. 250 words per question)

- Why are you interested in CQFP?
- Why do you feel the program is especially relevant at this stage of your career?
- What skills do you hope to attain from participating in CQFP?
- Describe a quality improvement initiative that you participated in, and explain your role.
- If you have a formal leadership position in your organization at this time, please describe what makes you a good leader. Otherwise, explain why you believe your individual characteristics will enable you to become a strong leader in the future.

PART C: SKILLS ASSESSMENT

We would like to know about your strengths and gaps in knowledge, skills, and preparation to advance health care quality. On a scale of 1–4, please rate your knowledge of the topics below (1=low; 4=high). This skills assessment will help us evaluate the progress you make in this program; it is not used in selecting candidates.

TOPIC	1	2	3	4
Using Quality Improvement Tools and Techniques				
Conducting Root Cause Analysis				
Understanding Regulatory Requirements for Quality Improvement				
Measuring Quality				
Organizing Teams				
Improving Communications				
Implementing Quality Improvement Initiatives				
Improving Patient Safety				
Creating a Just Culture				
Using Health Information Technology to Improve Quality and Patient Safety				

PART D: CURRICULUM VITAE

Please attach a current CV or résumé.

PART E: INSTITUTIONAL SIGN-OFF – MUST OBTAIN ALL SIGNATURES FOR INSTITUTIONAL SIGN-OFF

Leadership: Please sign below to indicate your commitment to support this candidate’s participation in the CQFP and fulfillment of the program requirements as outlined in the application (including time spent in retreat sessions, other in-person meetings and conference calls, and to complete a Capstone Quality Improvement Initiative). Physicians and Physician Assistants should have their hospital’s CMO sign; nursing candidates should have their hospital’s CNO sign. All candidates must have a CEO signature (can be site or system level).

CEO NAME <input type="text"/>	CEO SIGNATURE <input type="text"/>	DATE <input type="text"/>
CMO OR CNO NAME <input type="text"/>	CMO OR CNO SIGNATURE <input type="text"/>	DATE <input type="text"/>
DIRECT SUPERVISOR NAME (Unless candidate reports directly to CEO, CMO, or CNO) <input type="text"/>	DIRECT SUPERVISOR SIGNATURE <input type="text"/>	DATE <input type="text"/>

PART F: ELIGIBILITY ATTESTATION

Please check the applicable boxes based on your eligibility (check all that apply).

Physicians:

- Eligible and licensed to practice in the United States
- Candidate from an academic medical center at an "assistant professor" or "instructor" level
- At least three years of clinical experience (not counting residency and fellowship training)

Nursing Professionals:

- Eligible and licensed to practice in the United States
- Master’s degree in nursing or related field
- At least five years of clinical experience
- Experience in either quality improvement or clinical or administrative leadership

Physician Assistants:

- Eligible and licensed to practice in the United States
- Master’s degree in Physician Assistant Studies, Medical Science, or related field
- At least five years of clinical experience
- Experience in either quality improvement or clinical or administrative leadership

Candidates: Please sign below indicating that you are willing to make a personal commitment to fulfill all of the requirements of the CQFP for the duration of the program.

CANDIDATE NAME

CANDIDATE SIGNATURE

DATE

PART G: RECOMMENDATION LETTERS

Please request recommendation letters from two people in your organization as follows:

- 1 letter from your direct supervisor
- 1 letter from a colleague in another discipline*

* If you are a physician, the second letter cannot be from another physician, but can be from a nurse, physical or occupational therapist, pharmacist, etc. If you are a nurse or nurse practitioner, your second recommendation letter cannot come from another RN or NP, but must be from someone in another discipline, such as physician, respiratory therapist, or physician assistant.

Those writing recommendations should send them directly to Elina Kats via email (ekats@gnyha.org) by the October 1, 2019, deadline.

THANK YOU. WE ENCOURAGE YOUR QUESTIONS.

For general information about the CQFP please contact:

Zeynep Sumer King, Vice President, Regulatory and Professional Affairs, GNYHA
 Phone: (212) 258-5315 | E-mail: zsumer@gnyha.org

Joan Guzik, Director, Quality Improvement, UHF
 Phone: (212) 494-0752 | E-mail: jguzik@uhfnyc.org

Questions about submitting applications should be directed to Elina Kats.

KEY CQFP DATES

JANUARY 2020	Welcome Conference Call: Thursday, January 9 (3:00 p.m.–4:00 p.m.)
	Welcome Reception for Fellows and Faculty, IBM Center, Armonk, New York: Wednesday, January 22 (6:00 p.m.–9:00 p.m.)
	Retreat Training Session, IBM Center, Armonk, New York: Thursday and Friday, January 23 & 24 (full-day sessions, 8:00 a.m.–4:30 p.m., with evening dinner on January 23)
FEBRUARY	Follow-Up Conference Call with Fellows: Thursday, February 13 (3:00 p.m.–4:15 p.m.)
MARCH	Retreat Training Session, IBM Center, Armonk, New York: Thursday and Friday, March 12 & 13 (full-day sessions, 8:00 a.m.–4:30 p.m.)
APRIL	Webinar: Thursday, April 9 (3:00 p.m.–4:15 p.m.)
	Dinner Meeting and Culminating Meeting for Class of 2019–20 Thursday, April 23 (5:00 p.m.–7:30 p.m.)*
MAY	Webinar: Thursday, May 7 (3:00 p.m.–4:15 p.m.)
	Dinner Meeting: Thursday, May 14 (5:00 p.m.–7:00 p.m.)*
JUNE	Webinar: Thursday, June 11 (3:00 p.m.–4:15 p.m.)
	Dinner Meeting: Thursday, June 18 (5:00 p.m.–7:00 p.m.)*
JULY	Webinar: Thursday, July 9 (3:00 p.m.–4:15 p.m.)
AUGUST	Webinar: Thursday, August 13 (3:00 p.m.–4:15 p.m.)
SEPTEMBER	Webinar: Thursday, September 10 (3:00 p.m.–4:15 p.m.)
	Dinner Meeting: Thursday, September 17 (5:00 p.m.–7:00 p.m.)*
OCTOBER	Webinar: Thursday, October 8 (3:00 p.m.–4:15 p.m.)
	Half-Day Session: Thursday, October 15 (3:00 p.m.–7:00 p.m.)*
NOVEMBER	Webinar: Thursday, November 12 (3:00 p.m.–4:15 p.m.)
	Dinner Meeting: Thursday, November 19 (5:00 p.m.–7:00 p.m.)*
DECEMBER	Webinar: Thursday, December 10 (3:00 p.m.–4:15 p.m.)
SPRING 2021	Culminating Event, Capstone Quality Improvement Initiative Presentations (TBD)*

Individual conference calls with Fellows and their mentors will be scheduled to monitor progress of Capstone Quality Improvement Initiatives.

Note: This schedule of dates is subject to change.

* Dinner meetings will be held at GNYHA or UHF offices in New York, NY.

“ Being an alumni Fellow of the inaugural CQFP class and now a member of the program faculty, I regularly use the strategies that CQFP provided me to be an effective quality improvement leader. The program curriculum has helped me confront and respond to challenging real-world health care issues that come up in my day-to-day work. I continue to be energized and inspired by the faculty and each new class of Fellows. ”

Steven Kaplan, MD
Associate Chief Medical Officer
NewYork-Presbyterian Hospital/Columbia University Medical Center
CQFP Fellow Class of 2009–10

“ Having worked on quality and patient safety initiatives from a statewide perspective for many years at the New York State Department of Health, I know how critical it is to have effectively trained clinical leaders capable of putting policies and programs into practice. As a CQFP faculty member and mentor, I have the privilege of seeing engaged and committed clinicians develop the skills to translate care improvement ideas into reality within the institutions and settings where they work. ”

Foster Gesten, MD
Chief Medical Advisor for Quality and
Health Care Delivery
Greater New York Hospital Association

“ As one of the initial founders of the Clinical Quality Fellowship Program, I have seen the program evolve from a predominantly acute care-focused curriculum to one that spans the continuum of care. Now being in a supportive role to clinicians as they lead quality within the public health care delivery system, I have been able to directly observe the program’s impact, in that it offers practical approaches to empower clinicians to spearhead improvement efforts at their home institutions, providing them with tools and skills to eventually escalate into quality leadership positions. ”

Hillary Jalon, MS
AVP, Quality Improvement Leadership and Culture,
NYC Health + Hospitals

